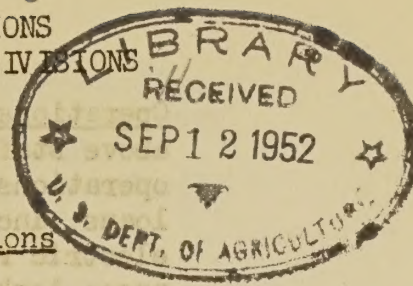


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OBJECTIVES AND RESPONSIBILITIES OF REA STAFF DIVISIONS  
AND THEIR RELATIONSHIPS WITH EACH OTHER AND WITH LINE DIVISIONS

General



The Objectives of and Services Provided by the Staff Divisions

In REA as in other organizations which are organized on a line and staff basis, it is the function of the staff divisions to provide the specialized services which the Administrator needs in the execution of his responsibility, and to furnish the line divisions and area offices with those services which it is more effective and economic to provide on a centralized basis. The more important of these services are as follows:

1. The formulation of Agency policy and revisions of such policy and the submission of recommendations to the Administrator through appropriate committees.
2. The implementation of approved policy by the establishment and maintenance of appropriate written overall plans, procedures, and standards to be used by the line divisions and area offices in their execution of the program.
3. The provision of advisory services on technical matters to the Administrator and to line personnel.
4. The provision of a pool of manpower with special skills from which the Administrator and the line officials may draw for special assignments as required.
5. The development of improved techniques or equipment and of ways and means of securing more effective application of methods and policies by line personnel.
6. Assistance to Area Offices and line divisions in the training of their personnel in the execution of specialized programs.
7. The appraisal for the Administrator of the adequacy of existing policies and procedures, and of the uniformity, consistency, and effectiveness of their application.
8. Maintains liaison between REA and professional and other technical organizations, manufacturers, educational institutions, etc. in reference to their staff activities.

General Organization and Functions of the REA Staff Divisions

The reorganization provides for staff work by seven staff divisions and the Power Division. These divisions with the exception of the Power Division devote their entire efforts to staff activities and do not have direct relations with borrowers except as specifically authorized by Area Directors, and Chiefs of line divisions. The following is a summary of the functions of each staff division. (For detailed statements of their functions, see the official chart of the new REA organization.)



Operations Division - This Division is concerned with providing the above staff services relating to electric distribution system operations; telephone system operations; electric and telephone loans; including area coverage and acquisitions; telephone rates; electric retail rates; performance standards and methods; insurance; locker plants; power use; cooperative organization and member education; labor relations.

Engineering Division - This Division is concerned with providing the above staff services relating to the design, construction, technical operation and maintenance of physical plant (excluding transmission facilities of power-type borrowers and all generating facilities) of electric borrowers and of telephone borrowers; system engineering studies; consulting engineering services; controlled materials; architectural engineering services; safety and job training; and radio and communication.

Technical Standards Division - This Division is concerned with providing the above staff services relating to development, improvement, and standardization of materials, equipment, facilities for the electric and telephone programs; and the solution of complex technical problems, such as sectionalizing, brush control, voltage regulation, etc.

Division of Controller - This Division is concerned with REA accounting activities; the design and installation of accounting systems for borrowers; technical advice and assistance to line and staff divisions on accounting matters; and the examination of borrowers' records and REA activities.

Information Services Division - This Division is concerned with preparing and disseminating information designed to acquaint borrowers and the public with the status and progress of the rural electrification and rural telephone programs; and providing technical assistance to other staff divisions and to line divisions in the preparation of written and audio-visual materials as required in the execution of their programs.

Personnel Division - This Division is concerned with conducting the personnel program of REA including classification and organization matters; employment; employee relations and counseling; training; health and general welfare; and with advice on borrowers' personnel problems.

Administrative Services Division - This Division is concerned with providing an administrative services program for REA including procurement; property accountability; space management; communications and records management; mapping services; and the maintenance of records required for the administration of the Agency's production control system.

Power Division - The staff activities of this Division are concerned with providing the above staff services relating to: design, construction, technical operation and maintenance of



transmission facilities of power-type borrowers, and of generating facilities of all borrowers; the operation and management of power-type borrowers; power procurement activities; and review of and recommendations on plan and profile drawings of transmission facilities of distribution-type borrowers.

### General Methods of Operation and Relationships of Staff Divisions

#### Channels of Communication and Contact:

1. Division Chiefs, Area Directors, Specialists, and Section Heads of the Line Divisions may communicate directly with each other orally or in writing provided:
  - a. That Specialists and Section Heads keep their Division Chiefs or Area Directors fully informed in accordance with instructions of the Division Chief or Area Director.
  - b. That communications on matters of new or changed programs, or on matters of policy formulation and interpretation shall be for the signature of the Division Chief or Area Director.
  - c. Requests for extended assistance or for assignment of staff division personnel to work on line activities shall be made by the Area Director or Line Division Chief to the Chief of the Staff Division.
  - d. That Division Chiefs and Area Directors may prescribe procedure as to channels of communication to be applied within their own organizations.
2. Communication in writing addressed to the Administrator, Deputy, or Assistant Administrator shall be for the signature of a Division Chief or Area Director.
3. Communications in writing from staff divisions to borrowers or their organizations shall be for the signature of the Area Director or for the Chiefs of the Power, Telephone Loans, or Telephone Engineering Divisions depending on type of borrower and nature of correspondence, except as the Area Offices or Line Divisions may otherwise direct.
4. Written communication between staff divisions and field personnel of Area Offices or line divisions shall be for the signature of the Area Director or Chief of the line division, or his authorized representative. Written communication between staff divisions and their field personnel on assignment to area offices or line divisions on the subject matter of the assignment, shall be for the signature of the Area Director or Line Division Chief or his authorized representative; other communications to such personnel from the staff division may be for the signature of a member of that division as directed by the chief. Direct contact of staff divisions, except the Division of the Controller and the Office of the Program Analyst with respect to kwh determinations, with



borrowers in the field on staff activities shall be made only after specific authorization by the Area Director or Line Division Chief or his authorized representative. Area offices or line divisions shall be kept informed of such work of the staff division.

Members of staff divisions invited to attend meetings of borrowers' associations shall:

- a. Inform the Area Director or Line Division Chief of intention to attend the meeting;
  - b. Refrain from discussing individual problems with borrowers' representatives or other activities for which the Area Office or Line Division is responsible except as specifically authorized by the Area Director or Line Division Chief.
6. In the event personnel of a borrower contacts a staff division office directly, the Area Director or Line Division Chief shall be advised and kept informed of matters discussed and information given. For all decisions on matters of program execution, borrower personnel shall be referred to the Area Office or Line Division.
7. Written communication of staff divisions on staff activities addressed to organizations other than borrowers' organizations, such as professional and other technical societies, manufacturers, educational institutions, and editors of statewide papers shall be for the signature of the Chief, Staff Division.

Lines of Authority, Supervision, and Control:

1. Staff divisions formulate and recommend plans, policies, procedures, and standards to the Administrator for his review and consideration. Within the policies, procedures, and standards as approved by the Administrator, the area offices and line divisions plan, coordinate, and execute all REA activities with respect to borrowers.
2. The work of each staff division shall, wherever practicable, be established on a project basis and each project shall be scheduled with completion dates.
3. When field or other personnel of a staff division are assigned to work on line division activities, they report directly to and are supervised by the Area Director or Line Division Chief, or his representative. Staff divisions shall, however, be responsible for time and attendance records for such employees with the area office or line division responsible for keeping the staff division informed of the time spent and work performed by such employees. Copies of reports of staff personnel on assignment to area offices or line divisions shall be sent to the Chief of his staff division.



Arrangements for Joint Technical Program Consultation:

1. Regular periodic meetings of staff personnel with line personnel shall be held for the mutual evaluation of procedures and policies and of the application of such policies, procedures, and standards as well as the planning of future staff assistance to the line divisions.
2. Such meetings are of two general types:
  - a. Monthly meetings of line and staff division chiefs and a representative of the Administrator to exchange views and keep each informed of the others problems and experiences.
  - b. Regular periodic meetings through appropriate committees or otherwise of section heads or specialists with counterpart section heads of line divisions at which specific problems, procedures, and approaches are determined and put down in writing wherever practicable. Performance on execution of prior plans for action should be evaluated and changes made where necessary.
3. Area Offices and Line Divisions shall submit a copy of reports or excerpts of reports to the Staff Divisions when such reports contain any information which would be of value to the Staff Division in the discharge of its responsibility.

Methods of Handling Written Procedure and Policy:

1. All policy and procedure shall be drafted for incorporation into an REA policy and procedure series and issued by the Office of the Administrator after they have been reviewed by appropriate committees or offices as designated by the Administrator.

Activities of the Operations Division  
by Sections

Management Section

Functions: The Management Section performs staff activities with respect to the operations of electric distribution and telephone borrowers, and makes recommendations with respect thereto to Line Divisions and Area Offices, on individual problems and through appropriate committees to the Administrator on general policies and procedures for the following:

1. General operations and management of rural electric and telephone systems.
2. Methods for operations and business management analysis by REA and borrowers' personnel.



3. Performance standards covering the operations of electric and telephone borrowers.
4. The study of borrowers' operating procedures, techniques, and methods and the development of improved patterns.
5. As requested by the Administrator or the line organizations, the comprehensive study of individual borrowers' operations and the preparation of reports on findings.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief, or his authorized representative.

Advice and assistance regarding technical and related matters shall be provided to the Area Offices and Line Divisions upon request.

#### Electric Retail Rate Section

Functions: The Electric Retail Rate Section performs staff activities with respect to electric distribution borrowers and makes recommendations to the Area Offices on individual problems and through appropriate committees to the Administrator on general policies and procedures as follows:

1. The design of electric retail rates and the establishment of standards for such design.
2. At the request of the Administrator's Office, or the Area Offices, the review of borrowers' electric retail rates for adequacy and the submission of recommendations thereto.

Methods of Operation: This Section will operate in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director.

The Area Office shall present the needs or circumstances relative to a proposed rate or a change in rates to the Electric Retail Rate Section, and the Electric Retail Rate Section shall provide the Area Office with its recommendations thereon for administrative use and transmittal to the borrower.

#### Telephone Rate Section

Functions: The Telephone Rate Section performs staff activities with respect to telephone borrowers and makes recommendations to the Telephone Loans Division on individual problems and through appropriate committees to the Administrator on general policies and procedures as follows:



1. The design of telephone subscriber's rates and the establishment of standards for such design.
2. At the request of the Administrator's Office, or the Telephone Loans Division, the review of borrowers telephone subscriber's rates for adequacy and the submission of recommendations thereto.

Methods of Operation: This Section will operate in accordance with the general methods of operation indicated above for all staff units, including the requirement that any contact with a borrower shall be made only after specific authorization by the Chief, Telephone Loans Division or his authorized representative.

The Telephone Loans Division shall present the needs or circumstances relative to a proposed rate or a change in rates to the Telephone Rate Section. The Telephone Rate Section shall provide the Telephone Loans Division with its recommendations thereon for administrative use and transmittal to the borrower.

Correspondence on rate matters to telephone borrowers or loan applicants shall be for the signature of the Chief, Telephone Loans Division, or his authorized representative.

#### Cooperative Education Section

Functions: The Cooperative Education Section performs staff activities with respect to electric and telephone borrowers in regard to cooperative education programs, including cooperative principles, practices, and member education. The Section makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief, or his authorized representative.

Advice and assistance regarding cooperative education and related matters shall be provided to the Area Offices and Line Divisions on request.

#### Acquisition Section

Functions: The Acquisition Section performs staff activities with respect to electric and telephone borrowers in regard to the appraisal, financing, condition, problems, limitations, and integration of acquisitions of facilities by such borrowers. The Section makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures.



Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief, or his authorized representative.

The Area Offices or Line Divisions shall present the needs or circumstance relative to each acquisition, and the Acquisition Section shall provide these offices with its recommendations thereon for appropriate administrative use, including transmittal to the borrower when proper.

#### Refrigeration Locker Plants Section

Functions: The Refrigeration Locker Plants Section performs staff activities with respect to the operation and management of refrigeration locker plants. The Section makes recommendations to the Area Offices on individual problems and through appropriate committees to the Administrator on general policies and procedures.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director. These same offices shall present the needs and circumstances relative to operation and management of refrigeration locker plants, and the Section shall provide these offices with its recommendations thereon for appropriate administrative use, including transmittal to the borrower when proper.

The Area Director shall consult frequently with this Section and thereby plan his requests for field advice and assistance so that the refrigeration locker plant borrowers in his Area receive adequate and effective service.

#### Labor Relations Section

Functions: The Labor Relations Section performs staff activities with respect to electric and telephone borrowers with respect to labor relations. The Section makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures as follows:

1. Formulates policy recommendations and plans and programs concerning borrowers labor relations;
2. Advises the Area Offices and Line Divisions concerning the interpretation and application of labor regulations and laws;
3. Provides advice and assistance to Area Offices and Line Divisions regarding borrower's employer-employee relation practices;



4. Provides liaison with national and local labor organizations and Federal, state, and other bodies connected with labor relations and wage-stabilization matters.
5. Provides general consultant service in regard to matters relating to labor relations.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief.

The Area Office or Line Division shall present the needs or circumstances relative to the requirements of borrowers and the Labor Relations Section shall provide these offices with its recommendations thereon for appropriate administrative use, including transmittal to the borrower when proper.

All Area Offices and Line Divisions shall refer all problems, questions, and developments concerning labor matters to this Section for review, consideration, advice, and assistance. All questions not specifically covered by written policy shall be referred immediately to this Section for formulation of policy recommendations and submission to the Administrator through the appropriate committee.

#### Insurance Section

Functions: The Insurance Section performs staff activities with respect to electric and telephone borrowers regarding insurance coverages essential to the protection of borrowers and the security of the Government loan. The Section makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief or his authorized representative. The Area Office or Line Division shall present the needs or circumstances relative to the requirements of borrowers and the Insurance Section shall provide these offices with its recommendations thereon for appropriate administrative use, including transmittal to the borrower when proper.

#### Power Use Staff

Functions: The Power Use Staff performs staff activities with respect to electric borrowers relating to the use of electric power including: irrigation, rural industries, plumbing, farmstead wiring, extension



liaison services, farm equipment, home electrification and related matters. The Staff makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures.

Methods of Operation: This Section operates in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Office or Power Division. The Area Office or Power Division shall present the needs or circumstances relative to the requirements of borrowers and the Power Use Staff shall provide its recommendations thereon for appropriate administrative use including transmittal to the borrower when proper.

#### Loans Section

Functions: The Loans Section will perform staff activities with respect to electric and telephone borrowers relating to loan activities. The Section makes recommendations to the Area Offices and Line Divisions on individual problems and through appropriate committees to the Administrator on general policies and procedures as follows:

1. The general methods of electric and telephone loan processing and determination of loan feasibility.
2. The methods of operation with respect to loans work in the office and the field.

Methods of Operation: This Section will operate in accordance with the general methods of operation indicated above for all staff organizations, including the requirement that any contact with a borrower shall be made only after specific authorization by the Area Director or Line Division Chief, or his authorized representative. The Area Office or Line Division shall present the needs or circumstances relative to the requirements of borrowers and the Loans Section shall provide the Area Office or Line Division with its recommendations thereon for appropriate administrative use, including transmittal to the borrower when proper.